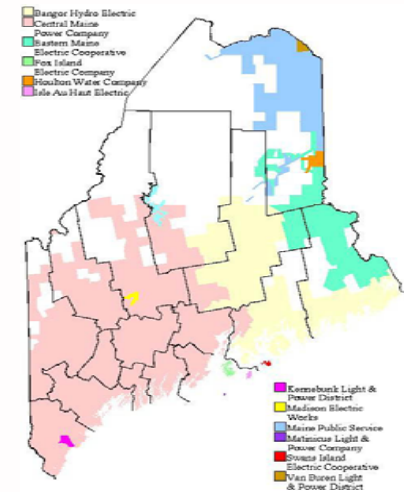


The Energy Market 2005

A Seminar for Business Customers and Municipalities

Energy. Service. Solutions.



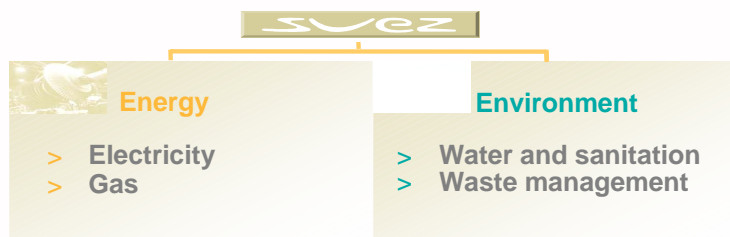
Suez
Energy Resources NA

SUEZ Overview and Fact Sheet

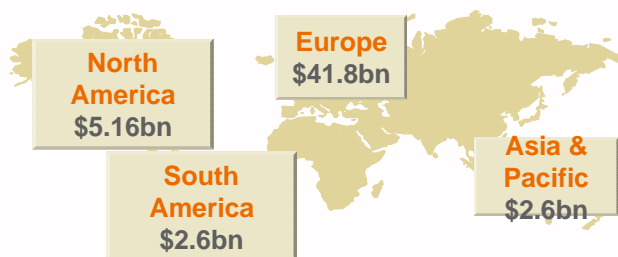
SUEZ - A Global Multi-Utility

A world-wide leader in Energy and Environment. SUEZ is an international industrial and services Group, active in sustainable development, that provides businesses, public authorities and individuals with innovative solutions in Energy and the Environment.

SUEZ Organization: Two sectors, four businesses



Revenue by region



Key Figures

- Founded **1822**
- Strong Credit Rating **A – (S&P)**
- **160,700** employees in more than **100** countries
- **200 million** individuals served daily
- **500,000** industrial and commercial clients
- **3,000** municipalities served daily
- **\$54.6 billion** in 2004 revenue
- **11.9%** return on capital in 2004
- **89%** of revenue generated in Europe and North America
- NYSE:SZE

SUEZ is a Leader in “Real” Assets

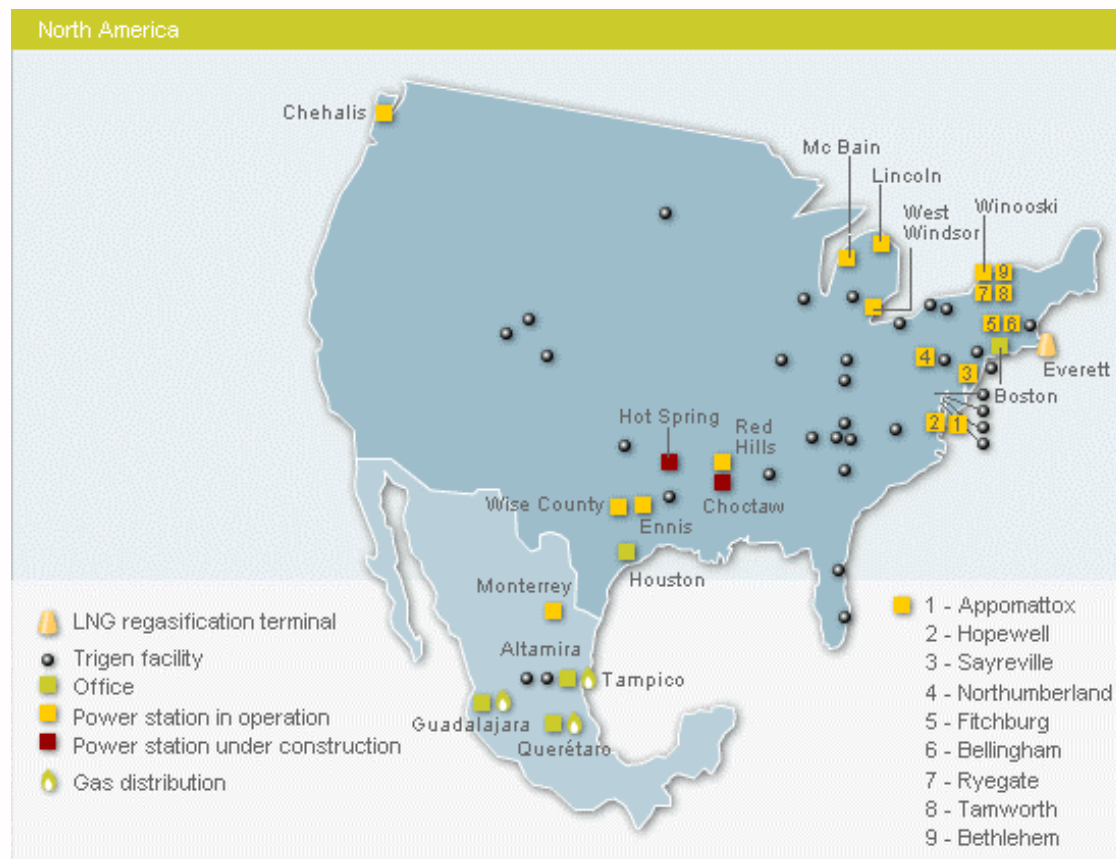
1 in Total Assets among all diversified utilities worldwide

<u>RANK</u>	<u>COMPANY NAME</u>	<u>ASSETS (\$M)</u>
1	SUEZ	79,647
2	RWE AG	74,012
3	Duke Energy Corp.	48,375
4	El Paso Corp.	48,171
5	Vivendi Environment	39,103
6	The Williams Companies	38,906
7	AES Corp.	36,736
8	Dynegy, Inc.	24,874
9	Mirant Corp.	22,754
10	Calpine Corp.	21,309

Source: Platts Energy Business & Technology,
January/February 2003

Global Presence . . . Regional Expertise

- Headquartered in Houston, TX
- 300 Houston-based people with more than 1,500 people in the U.S.
- Sales offices in Texas, Boston, and New Jersey
- 5,558 MW of electricity generation including New England based assets
- Supplies 20% of New England natural gas demand
- Proven LNG reserves of 20 trillion cubic feet and the longest operating LNG import facility in the US at Everett, MA
- The fifth largest provider of retail electricity to Commercial and industrial customers in the U.S.



* Note: for the purposes of this map only the larger cogen and power plants are identified

About SUEZ Energy Resources

SUEZ Energy Resources is fifth largest retail energy provider in the United States responsible for delivering risk managed products and services to Commercial and Industrial customers:

- As of December 2004, we are serving more than **750** customers across five states representing nearly **\$2 Billion** in contract value.
- Representative customers include businesses in **manufacturing, health care, property management, retail, hotels, government, universities, municipalities**, etc.
- Operating in **Texas, New York, New Jersey, Maryland, Maine, Pennsylvania, and Massachusetts**.
- Uniquely positioned to help customers **minimize risk** and **maximize savings** associated with energy procurement and service.
- Provides customers with **products and services** that help them manage their complex energy requirements.



About SUEZ Energy Resources

- We enjoy a **Strong Financial Position** as part of the **SUEZ** family of companies (NYSE:SZE) an international organization.
- Our customers will tell you that **Customer Service** is a top priority:
 - 99.8% billing accuracy
 - Ease of contact, 800 #, web, direct dial
- **Comprehensive Product Suite** that addresses customer drivers including risk tolerance and budgeting timelines:
 - Bilateral and flexible terms cover all key market issues
 - Easy to understand with no hidden risks
- Through integrating the best and brightest minds in the industry with **Leading technology** we built a **Low-Cost Service Model** that sets new standard for the industry.



RECOMMENDATIONS

For the Prospective Buyer . . .

- **Internal Drivers:** Understand key factors related to energy and procurement for your organization (e.g., risk tolerance, approvals, financial information, contract review).
- **The Market:** Pay close attention to restructured market design and current trends.
- **Strategy and Schedule:** Set out a course of action which not only incorporates those internal drivers and realities of the market but also a schedule resulting in action.
- **Solicitation:** Same day solicitation is key to a fair comparison of supplier prices. A sufficient number of suppliers exist to allow price transparency. However, do not be held price hostage to a relatively low initial indicative bid.
- **Price:** everyone wants to buy at the lowest price, but be sure to elevate the importance of other considerations in your decision such as business terms, product considerations, and financial health of the supplier.
- **Contractual Considerations:** pay close attention to key elements such as the obligation to deliver energy and honor the contract price and under what conditions a supplier is able to forgo those obligations.

SUEZ Energy Resources

- **Experience** – We possess a long history in the energy industry and maintain significant positions in the vertical energy market.
- **Financially Stable** – We possess an extremely strong financial position through our parent company Suez.
- **Market Knowledge** – We focus on the specific characteristics of each market and constantly monitor specific market trends and market characteristics so that we can proactively advise our customers on the best energy product and service.
- **Service** – We have quickly built efficient and effective Back Office capabilities to insure our billing and customer service are second to none.
- **Products** – We provide highly customized products and services to meet our customers energy needs.
- **Customers** – We focus on our customers and believe in building and earning long-term relationships.

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